In the whirlwind that is today’s global marketplace, competition for good talent is intense; however, competition for great talent is fierce. The shortage of skilled talent is real, and the disparity between supply and demand will only become greater over time. Progressive leaders understand that a solid talent bench is quite literally the lifeline to their future success. Thus, developing high potentials is a crucial component of a company’s business strategy, as it directly feeds or depletes the collection of talent capable of filling impending senior leadership vacancies.

For many companies, the process of identifying precisely who their high potentials are becomes what Employment Relations Today has called a “know it when I see it adventure,” as opposed to a systematic process that objectively evaluates and identifies the company’s rising stars. In a recent survey conducted by AMA Enterprises, only 8% of participating organizations reported using truly systematic methods to identify their high potentials. In looking at the popularity of different methods used, the survey showed that only 35% of companies used talent assessments while other less objective assessments such as performance appraisals (74%), manager recommendations (69%), innovative/unique business contributions (42%), and input from peers (35%) were equally or more popular criteria. The risk in this type of talent management is that the process feels much like a popularity contest, allowing the pipeline to potentially be filled with the wrong talent, while top talent gets pushed or walks out the door.

While some companies allow employees who meet certain requirements to apply for high potential status, a number of leading companies use the talent review process to select high potentials. Best-in-class organizations not only use a variety of inputs to evaluate high potential status, but also use channels customized by level to assess potential. These comprehensive methods provide leading organizations with a robust view of the individual’s capabilities, cultural fit, drive, and relationships within the organization.

World-class companies focus on both the requirements of the role and the personal attributes of the individuals in that role. Moreover, those organizations that are future-focused and able to predict their talent needs will be the ones that ultimately grow and succeed.

The 5th Annual Assessing & Developing High Potentials conference will feature insightful and practitioner led sessions that will showcase the importance of comprehensive assessment in the high potential identification and development process. Learn from the best on: selection and assessment methodologies, blended learning approaches, and accelerated development programs.

Focused Sessions will provide valuable insight on how to:

• Attain a broad view of the readiness of leaders to meet the current and future needs of the business and its strategy.

• Create and sustain a leadership pipeline

• Identify high potentials for accelerated assessment and development in preparation for more-senior-level roles

• Identify near-term successor candidates for most-critical roles

• Support leadership development efforts with data analytics

• Take inventory of talent on an individual basis to identify performance gaps

• Align individuals’ career interests with opportunities for growth or development

• Developing high potentials to lead global organizations

Network with Speaker Faculty and Event Participants including:

C-Suite Executives, Vice Presidents, Directors, Managers and Team Leaders with responsibilities in:

• Human Resources
• Talent Management
• Workforce Planning
• Leadership Development
• Organizational Development/Effectiveness
• Human Capital Strategy
• Learning
• Talent Development
• Executive Coaching
• Executive Assessment
• Executive Development
• Succession Planning
• Management Development
• High potential program development and implementation
Confirmed Speakers Include:

- David Howe, Associate Vice President Global Talent Management, Merck & Co.
- Judy Kelley, Director Early Talent Development, Merck & Co.
- Keba Gordon, Senior Manager Global Talent Development, Whirlpool Corporation
- Barney Olson, Director Talent Management Systems, HNI Corporation
- Don Moretti, Head of Talent Selection & Assessment, Sears Holdings Corporation
- Thomas Killen, Senior Director Talent Management, TIAA-CREF
- Chris Ernst, Head of Talent Management and Organizational Development, Bill & Melinda Gates Foundation, Former Vice President Leadership & Organization Effectiveness, Juniper Networks and Co-Author of Boundary Spanning Leadership: Six Practices for Solving Problems, Driving Innovation, and Transforming Organizations
- Alan Colquitt, Director of Global Assessment, Organization Effectiveness and Workforce Research, Eli Lilly & Company
- Martin Scott, Vice President Talent Development, Comcast Corporation
- Ashley Goodall, Senior Vice President Leadership & Team Intelligence, Cisco Systems, Inc.
- Monica Goodale, Assistant Vice President National Learning & Development, Zenith Insurance Company
- Michael Demarco, Director Educational Development, Talent Management Alliance
- Kim Ruyle, President, Inventive Talent Consulting
- John Cummings, Vice President Global Talent and Development, The Brink’s Company
- Holly Tyson, Chief Human Resources Officer, The Brink’s Company
- Dr. Roger Pearman, Founder, Leadership Performance Systems and Qualifying.org
- Eric Terry, Global Head Talent Acquisition, Goodyear Tire & Rubber Company
- Douglas Wolf, Chief Executive Officer, Select International
- Harry Griendling, Founder and CEO, DoubleStar
- Ryan Heinl, Product Manager, DDI
- Derrick Barton, Chief Talent Officer and CEO, Center for Talent Solutions
- Karen Mann, Senior Director HR Research & Advisory Services, McLean & Company
- Joanne McInnerney, Vice President Global Talent Management, Novelis Inc.
**Managing Throughout The High Potential Lifecycle**

**8:30am - 12:30pm Part A: Hiring, Selecting, Identifying and Assessing HIPO’s with Neuroscience**

Talent management professionals are continuously making predictions about people. We make predictions when we hire talent, develop talent, and deploy talent. We must have ready answers to many important questions. How do you identify potential? Where do you find talent with the right motivation, curiosity, insight, engagement, and determination to rise in your organization? Fortunately, we have considerable research and empirical evidence of best practices to help us with these issues. Additionally, great insight can come from neuroscience, the study of the brain. In this interactive session, we will apply research-based best practices and neuroscience principles to:

- Improve the accuracy of employee selection
- More rigorously differentiate talent for potential and other important dimensions
- Integrate and align high potential talent with your organizational culture and business strategy
- Accelerate leadership development of high potential talent
- Make better decisions when deploying talent

*Presented by Kim Ruyle, President, Inventive Talent Consulting*

**1:30pm - 5:00pm Part B: Maximizing High Potential Performers for 21st Century Business**

Today’s top companies understand that talent offers the only sustainable advantage for 21st century business. Crucial to the future of any company, developing today’s HiPos is critical for all organizations that wish to succeed in today’s VUCA marketplace. In this session, you will learn best practice and complete group exercises around the following topics:

**Reinforce:** How do you integrate, develop, coach, and promote your HiPos so that they not only deliver maximum value to your organization but opt-into and thrive within your culture?

**Reward:** How do you leverage Individual and Business Differentiation to recognize, train, tailor assignments for, and compensate HiPos?

**Retain:** How do you bring your HiPos and High Performers together in a way that strategically aligns talent in the right roles at the right times with balance, energy, openness, and efficiency such that the organization succeeds and the talent remains with the organization.

Join to maximize your high potential performers for 21st century business.

*Presented by Michael Demarco, Director Educational Development, Talent Management Alliance*
Main Conference
Day 1

8:30AM | Opening Keynote: A Networked Perspective on High Potential Talent

High potential talent today spans boundaries—they thrive in networks where information and expertise flow laterally, diagonally, and in spirals. Until recently, however, networks were seemingly invisible and underappreciated in comparison to formal, hierarchical structure. Leading edge technology in organizational network analysis has changed that, yielding new and critical insights into how to assess, develop, and reward high potential talent. In this session, Chris will share how Juniper Networks in Silicon Valley reimagined high potential talent from a networked perspective.

Drawing upon the best-selling book Boundary Spanning Leadership, participants will learn how to embrace a networked perspective in order to:

- Identify five types of boundaries that limit or constrain high potential talent
- Assess high potentials based on their network attributes as connectors, brokers and energizers
- Develop high potentials based on a case example from Juniper
- Reward high potentials through new approaches to performance management

Chris Ernst, Head of Talent Management and Organizational Development, Bill & Melinda Gates Foundation, Former Vice President Leadership & Organization Effectiveness, Juniper Networks and Co-Author of Boundary Spanning Leadership: Six Practices for Solving Problems, Driving Innovation, and Transforming Organizations

9:30AM | Aligning High-Potential Assessment with SHC’s Leadership Model and Culture: An Evidence-Based Approach

With increased competition, heightened shareholder expectations, varying market conditions, and rapidly changing and improving technology, Sears Holdings Corporation (SHC) is challenged with selecting and developing high potential leaders who possess the desired attributes and competencies to take advantage of the many future opportunities awaiting the company. As part of SHC’s transformational strategy over the past few years, the company has undertaken a culture change initiative and established a new Leadership Competency Model. In addition, a heavy emphasis has been placed on the company’s rewards program while also focusing on the development of internal technology that will enhance associate performance. Highly capable leaders are needed to support SHC’s transformational strategy. In support of this search for top leaders, SHC, along with its vendor partner, created an assessment process aligned with its culture and leadership model, to select and develop external and internal high-potential leaders. Results of analytics measuring leaders’ performance indicate that assessment results do an excellent job of correlating with leaders’ performance, including overall performance ratings, 9-box ratings, engagement metrics of their teams, number of succession nominations, and retention of top talent in one’s organization. Based on these results, SHC uses the assessment as a key component in selecting and developing the right high-potential leaders for key roles who will play a critical part in the company’s transformation.

Don Moretti, Head of Talent Selection & Assessment, Sears Holdings Corporation

10:15AM | Morning Networking Break
10:45AM | **THE MAGIC FORMULA FOR TRANSFORMING LEADERSHIP CULTURE - THE NOVELIS STORY**

Great stories have to overcome conflicts and challenges, and when it comes to building a leadership culture, Novelis knew they had to conquer obstacles to have a prosperous succession program and have ready leaders across their global business.

The evolution about shifting how decisions were made toward using assessments and data-driven methods moved the Novelis from leadership decisions that came from gut feelings to the confidence that comes from objectivity and data.

In this session you will learn how Novelis built and continues to build the strong global leadership culture they have today.

Joanne McInnerney, *Vice President Global Talent Management, Novelis Inc.*

*Presented by DDI*

11:30AM | **THE ROLE OF ASSESSMENT IN SENIOR EXECUTIVE DEVELOPMENT AT TIAA-CREF**

Best practices in individual and leadership development are well established. However, senior executive leadership team members have unique challenges related to this topic. It is difficult for senior executives to obtain candid feedback. In addition, often the skills and experiences that have resulted in their accomplishments so far will not guarantee success in the future. This session will focus on the assessment and development approach that TIAA-CREF is taking to address these challenges. The speaker will share steps taken to identify criteria for success, assess senior executives, and incorporate the assessment results in their development. What worked well, lessons learned and directions for the future as TIAA-CREF continues to address these needs will also be discussed.

Thomas Killen, *Senior Director Talent Management, TIAA-CREF*

12:15PM | **LUNCH**

1:15PM | **NEW STRATEGIES FOR CAPTURING & RETAINING TALENT IN AN EVOLVING TALENT MARKET**

CEOs continuously report that finding and retaining top talent is a core challenge to growing their businesses. It was a constant problem during the widespread economic expansion of the 90s; it was again a problem immediately after the early 2000’s recession; and it is a problem now with unemployment at a 10 year low and the competition for talent at an all-time high. This “New Normal” for talent markets requires a new strategic approach by companies looking to capture their fair share, and perhaps more than their fair share, of talent. This places two pinch points on an organization’s ability to grow: How to capture HiPos in the first place; and how to keep them once they join our teams.

This presentation will explore new models for talent acquisition, management, compensation, and development.

Key concepts include:

- Market-Driven Rationale for Structuring Talent Acquisition Strategy
- Normal vs. Pareto Talent Distribution Curves
- Pareto-Based Rationale for Training and Development Investment Strategy
- Market-Driven Rational for Structuring Compensation Strategy
- How to Increase Talent Density Through Growth Cycles
- What is Talent Worth?

Harry Griendling, *Founder and CEO, DoubleStar*
### 2:00PM | Accelerated Executive Development Driven by Business Strategy

Talent strategy is at the service of Business strategy. In the face of transformational business change, the health of the bench of ready-now successors is thrown into the strategic spotlight. This presentation will review Comcast’s innovative approach to accelerated executive development for critical operational roles ahead of transformational business change. We will overview the assessment of talent, the design of immersive learning experiences, the role of executives as teachers and the blended approach of classroom, shadowing, mentorship and sponsorship which came together to create Comcast’s Executive Boot Camp Programs.

**Martin Scott, Vice President Talent Development, Comcast Corporation**

*Chief Executive Magazine’s 2015 Best Companies for Leaders Award Winner*

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### 2:45PM | Afternoon Networking Break

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### 3:15PM | Identifying Leadership Talent the Old-Fashioned Way - Using Good Data to Supplement Management Judgement

Lack of leadership talent can thwart the growth goals of many businesses. Whether due to periods of feast and famine in hiring or to periodic downsizing and restructuring, leadership talent gaps can wreak havoc with a company’s succession planning efforts. The struggle to identify leadership talent early and develop them for future leadership positions can cause problems for even the most well developed succession planning process. Moreover, even the best leaders aren’t always the best judges of young talent, frequently identifying and promoting in their own image. This session will focus on how to use more rigorous assessment to supplement the judgment of leaders in identifying high-potential talent.

- Learn the foundational elements around which to build a talent identification process
- Learn the barriers that prevent leaders from making good talent identification decisions
- Develop a talent identification process that combines objective assessment with appropriate management judgment
- Deploy the process efficiently and effectively for maximum uptake and impact

**Alan Colquitt, Director of Global Assessment, Organization Effectiveness and Workforce Research, Eli Lilly & Company**

*AON Hewitt’s 2014 Top Companies for Leaders Award Winner*
4:00PM | **The Impact of Integrated Leadership on High Potential Development**

Continuous connectivity, disruptive innovation, corporate consolidations, and the blurring of industry lines have accelerated the volatility, uncertainty, complexity, and ambiguity organizations face. As a result, traditional models of leadership are not as effective as they used to be.

Our thought leadership research has shown that a new model of leadership is emerging to meet these demands: Integrated Leadership.

High-potential development becomes more challenging and yet more critical than ever as organizations strive to address these dramatic changes and the resulting skill shortages and leadership gaps. This session will preview our Integrated Leadership research, and discuss its impact on current High Potential programs.

**Learning Objectives:**

- Review how dramatic shifts in internal and external organizational environments have accelerated an evolution in leadership paradigms.
- Understand the Integrated Leadership model.
- Discuss impacts on succession planning, as well as on the assessment and development of high potential talent.

Karen Mann, **Senior Director HR Research & Advisory Services**, McLean & Company

4:45PM | **Accelerating Succession Readiness**

Innovation and growth strategies are dependent on a healthy talent pipeline of leaders ready to lead in emerging and mature markets. This challenges the speed and pace of readiness of the past and is creating an urgency to accelerate readiness for next role. This session will focus on a leadership development framework which includes multiple levers that have proven to accelerate talent from early career through executive level leadership roles.

**Key learning objectives include:**

- Understand the levers and management system to achieve a segmented talent strategy that prepares the ground work for leader development
- Understand the levers of development that have the power to accelerate leaders succession readiness
- Take an in-depth look at tools to support the acceleration of readiness
- Explore the experiences that are most effective to test, assess, and promote high potential talent.

Keba Gordon, **Senior Manager Global Talent Development**, Whirlpool Corporation

*AON Hewitt's 2014 Top Companies for Leaders Award Winner*

5:30PM | **Conference Day 1 Sessions Conclude**

5:30PM | **Cocktail Reception**
8:30AM | OPENING KEYNOTE: LITTLE PLATOONS

Where does performance live in an organization? What impact do leaders have? Historically organizations have focused on individuals—on measuring their skills, supporting their development, and evaluating their contributions. But does this traditional approach square with what we know about innovation, creativity, and agility in a complex world? While companies focus on the “best” environment and competitive offerings, true transformation will come from those people who deliver business results from and through their teams. We will have to bet on our teams and their leaders, because only there will we create amazing experiences for our customers and our people. Ashley Goodall, Cisco’s SVP of Leadership and Team Intelligence, will describe how, by looking anew at what drives excellence, we are led to a very different set of priorities for our investments in learning, performance management, succession, and measurement, and ultimately a completely new understanding of the role of HR. And he will share how Cisco has redesigned its entire Talent Management function with this end in mind.

Ashley Goodall, Senior Vice President Leadership & Team Intelligence, Cisco Systems, Inc.

9:30AM | HIRING AND DEVELOPING LEADERS IN A GLOBAL MARKET

Attracting, selecting, and developing best-in-class leaders in a global market is not an easy task. Although many Fortune 500 companies are using leadership assessments for selection and/or development, the consistency in usage varies greatly. During this session, Global Head of Talent Acquisition Eric Terry, will discuss Goodyear’s journey, challenges, and successes on selecting and developing top talent in a global market.

Participants will:
· Hear about the leadership journey of a Global Fortune 500 company
· Learn “best practices” for using talent assessment across cultures
· Understanding the importance and value of process consistency and the challenges to achieving it

Eric Terry, Global Head Talent Acquisition, Goodyear Tire & Rubber Company
Douglas Wolf, Chief Executive Officer, Select International

10:15AM | MORNING NETWORKING BREAK

10:45AM | MERCK’S GENERAL MANAGEMENT ACCELERATION PROGRAM - ACCELERATING THE DEVELOPMENT OF FUTURE GLOBAL LEADERS THROUGH INTENSIVE, INTEGRATED LEARNING

With the increased complexity and speed of change in the 21st century business environment, it is critical to develop broadly skilled leaders who can think and act across the enterprise, and to start their development as early as possible. In this session, we will profile Merck’s signature General Management Acceleration Program, focused on the cross-divisional and global development of our next generation of enterprise leaders. We will discuss the integrated facets of the program, including job rotations, in-person learning events, action learning projects, and development coaching. We will also highlight our use of assessments, which are critical to both the selection and development phases of the program.

· Learn about the challenges and opportunities presented by a global program with visibility at the very top of the organization
· Discuss the criticality of change management and sponsorship to achieve the full value of the program
· Discuss how we have improved our use of assessments over time to improve program performance and impact

David Howe, Associate Vice President Global Talent Management, Merck & Co.
Judy Kelley, Director Early Talent Development, Merck & Co.
Mobilizing and Developing Key Talent through Innovations in Personality Type

Traditional thinking on personality type in organizations has left gaps in employee development and retention. Innovations in the developmental side of personality type allow you to move beyond self-awareness and into more meaningful and impactful insight. Mobilizing talent through type development enables employees and leaders to be more agile and flexible in reaching their performance goals. This new foundation provides opportunity for not only development but also integration within and beyond an individual’s existing profile of skills and competencies, providing never before seen developmental opportunities.

Leveraging this new development provides a more meaningful assessment experience for your employees and leaders. It also provides them with deeper insight into how they are operating, ways to utilize their strengths, shore up any weaknesses, manage the differences, and integrate other skills and competencies into a balanced portfolio of functioning.

In this session, you will learn:

- The fundamentals of a new approach to personality type
- How to leverage this new understanding of personality type in your organization
- How to integrate this new framework with Emotional Intelligence competencies
- Best practices for retaining and developing key talent with personality type

Dr. Roger Pearman, Founder, Leadership Performance Systems and Qualifying.org

Worksession: Top TALENT - 3 Keys to Avoid Being a LOSER

Harness the power of TOP TALENT to keep 95 percent of your best people delivering 22 percent more performance.

Get hands-on with the actions being implemented by the best organizations to increase performance from High Potentials, Top Performers, and players within the Critical Roles needed to execute the business strategy.

EXPERIENCE How To:

KEY #1) CRACK the Code: Get “Top TALENT” to clearly define the specific drivers causing them to create double-digit results.

KEY #2) CONNECT and RECONNECT with your best people to have ZERO unexpected departures.

KEY #3) IMPACT or ACT – Make an impact or get out of the way.

Key Take-away: Top TALENT Resource Kit - Assess your organization’s current performance to engage and keep High Potentials, High Performers, and players within Critical Roles.

Derrick Barton, Chief Talent Officer and CEO, Center for Talent Solutions
2:15PM | “Are We There Yet?” - The Assessment and Development Journey in Pursuit of Key Talent

The current push in high potential or key talent development is toward the increased use of data and technology to assess, develop, and track key talent in organizations. This session will examine the virtues of a blended approach to these activities. The case study organization is successfully combining the best data available, using technology where it adds the most value with a culturally embedded set of practices to identify, assess, and develop key talent at all levels throughout the organization. This approach combines the best of what’s new and the best of classic approaches to provide a holistic, long-term view into the future of the organization.

Participants will:

· Examine a key talent identification and development model in use at the case study organization
· Identify elements of similarity and difference between the case study organization and their own to assess readiness and effort
· Create direct linkages between the key talents efforts and business goals of their organization
· Plan for the application of the model to their own organization

Monica Goodale, Assistant Vice President National Learning & Development, Zenith Insurance Company

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3:00PM | AFTERNOON BREAK

3:30PM | BALANCING DATA WITH JUDGMENT - A LEADERSHIP ASSESSMENT SUCCESS STORY

Prior to 2008, HNI Corporation, a $2.5 Billion manufacturer of leading brands in the Office Furniture and Hearth Products industries, had almost no experience with formal assessments of any kind, other than some very limited use of 360-degree surveys for executive development. This session will tell the story of how an assessment of leadership potential was successfully implemented at all leadership levels to transform the succession management process and outcomes for both individuals and the organization. It’s a story told by a practitioner for other practitioners. So, while a strong point-of-view on strategic HR and talent management influenced the selection/design of the assessment solution, this story will be told from a practitioner’s perspective and focus more on how to navigate practical implementation issues and less on the theory and validity of leadership assessments. At the end of the session, audience members should have at least 2-3 concrete ideas/success factors that can be adapted to start building their own leadership assessment success story!

Barney Olson, Director Talent Management Systems, HNI Corporation

*Chief Executive Magazine’s 2014 Best Companies for Leaders

4:15PM | TALENT CAPITALISM – MAKING INVESTMENTS IN TOP TALENT AND CRITICAL ROLES

Companies without unlimited resources need to make trade-offs and investment choices – specifically for their talent. Ensuring that your company has top talent in the most critical roles, and investing those top talent, can make the difference in whether you succeed or not. This session will focus on how the Brink’s Company is differentially investing in the assessment, selection, development and deployment of top talent in the most game-changing roles for the company. You will learn how to:

• Assess the talent you have in your most critical roles and determine who has the experience, ability and potential to drive the most success for your company
• Create customized “From-To” development plans with specific outcomes and actions to improve the performance of your high potential talent
• Allocate and move top talent into stretch roles and assignments to add value now and prepare for greater growth in the future.

John Cummings, Vice President Global Talent and Development, The Brink’s Company

Holly Tyson, Chief Human Resources Officer, The Brink’s Company

5:00PM | CONFERENCE AND DAY 2 SESSIONS CONCLUDE

THE TMA DIFFERENCE

TMA strictly enforces an attendance policy to guarantee the best possible experience for our speakers and attendees. TMA maintains a 70/30 split between practitioners from end user companies and vendors that provide talent management and recruitment solutions. www.the-tma.org
Conference Details

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